

## **Wayne Green As "Intrapreneur"**

Publication: Venture Magazine

By Larry David Hansen

In June 1983, Wayne Green sold his computer publishing company, Wayne Green Inc. (WGI), to CW Communications (CWC), a subsidiary of International Data Group (IDG), in Framingham, Mass., for \$60 million. But Green, the former publisher of Byte and eight other magazines, did not grab the money and run.

"I could have taken it and bought a castle in Spain," says Green, who lives in one room at his office complex, "but why do I need a castle in Spain?" What he did need, he explains, "was a bunch of cash to get into different businesses." Green now works for IDG as president and CEO of newly formed Wayne Green Enterprises (WGE), an independent division of IDG. Green, who earns about \$200,000 annually, can invest the \$60 million in any venture he dreams up. Since his first company was strapped for cash for new projects, Green says he "saved two years doing it this way."

The 62-year-old entrepreneur-turned-intrapreneur has wasted no time. So far he has invested about \$6 million in a raft of new projects, including two computer magazines; a string of computer-software stores; a software company, and a computer distribution company. He also is shopping for a site for a new college he plans to open that will award only one degree: a bachelor of entrepreneurial science.

Most entrepreneurs who work for those who buy companies do not last more than a couple of years. But apparently Green has cut himself a sweetheart deal. He has autonomy and can't be fired except for cause, according to Patrick McGovern, chairman and CEO of IDG, the publisher of Computerworld and other technical magazines.

But it hasn't been all moonlight and roses for Green. As a hired hand, Green had to stand by helplessly and witness the demise of two of his former magazines, Microcomputing and Desktop, now published by CWC. "I viewed that with great anguish," admits Green. According to Debra Wetherby, vice-president and general manager of CWC in Peterborough, Microcomputing and Desktop, general interest computer magazines, were phased out to make way for publications that deal with specific computer systems. But according to Green, the reason for their failure was bad management. "Other publishers were doing the same thing, only better," he says.

In rebuilding his business, Green has turned to what he knows best: computer magazines. In 1975 he launched Byte, the first microcomputer magazine, with about \$150,000. Four years later, the magazine was sold to McGraw-Hill Inc. for \$4 million. According to a survey by Communication Trends, a research firm, deaths of computer magazines outpaced births 29 to 23 in the first nine months of last year. So why is Green planning to churn out another four magazines this year and six new ones annually by 1988? "There is always room for new magazines if they are interesting and well promoted," he says. "For the most part, poor management was responsible for the shakeout."

Green's game plan is to publish a magazine for a new technology before anyone else does. He sank \$415,000 into Digital Audio, the first magazine for the compact-disk industry, and \$250,000 into Pico Report, his new magazine for "briefcase" portable computer users. "New technologies

desperately need the help of magazines for faster growth, just as Byte helped the microcomputer industry," says Green. Certain Digital Audio would attract peripherals suppliers and manufacturers of compact disks – aluminum "records" that produce sound via a laser beam – Green upped the one-page advertising rate to \$4,000 from \$2,000 just two months after its September, 1984, debut. "LPs are fast becoming obsolete," observes Green. Supported by an estimated \$17 million wholesale market, based on the sale of 1.5 million disks in the first half of 1984, Digital Audio carried 20 pages of advertising in its premiere issue. The monthly magazine has a 25,000 circulation and is sold at newsstands and audio stores nationally for \$2.95.

Averaging 27 ad pages a month, Green expects to up that to 50 pages an issue by September for a \$300,000 profit. Pico Report will need another quarter million to get into the black, says Green. The magazine claims 18,000 subscribers, and is also sold at computer stores for \$2.95. Now averaging 14 ad pages an issue, Pico Report expects by June to sell 50 ad pages a month for a \$175,000 profit.

Green predicts the computer industry will make a major shift to "picocomputers," a term he coined. "As you get smaller, you go from micro to pico," he explains. He believes that within two years sales of lap-held computers will surpass those of microcomputers. To get a jump on the market, last fall he invested \$3.4 million to open six company-owned Instant Software stores in New England that sell picocomputers and software. Picocomputer prices range from \$399 to \$2,999, and include the Sharp PC 5000, with 256K of memory, the Epson PX-8, with 64K, and the NEC 8201, with 16K.

Green is testing a computerized distribution system that should eliminate one-month inventories, which take a 2% to 3% bite out of profits. By 1985, WGE hopes to sell 250 Instant Software franchises in affluent urban areas.

To expand his retail chain inexpensively, last fall Green purchased Software Centres International from owners Ashton-Tate Inc., Culver City, Calif. The nationwide chain of 58 franchise stores filed for protection from creditors under Chapter 11 last August. Despite gross revenues of about \$30 million, Software Centres faltered, Green believes, because of high operating costs and poor management of six company-owned stores. Green closed down all but two and invested \$500,000 to keep them viable. He now hopes to persuade franchisees, who only sell software, to market picocomputers.

Green launched his first publication, 73 magazine, in 1960. The magazine, for ham-radio hobbyists, was started in New York in a one-room office above a fruit stand. Green, then editor of CQ magazine, Hicksville, N.Y., an amateur radio publication, raised \$1,500 in seed capital from the sale of a few "bachelor toys" – an Arabian horse and a Chris-Craft cruiser. They were purchased with a \$10,000 salary, "big money in those days," says Green. 73 magazine's second issue was financed with the profits of the first, according to Green, who says he has never sought a financial backer. "Everything started by Green came from Green," he declares. "Whenever we had available money, we started a magazine." The magazines added up to a publishing company with 250 employees and \$15 million in annual sales when Green sold it in 1983.

In Green's office, nestled in the rolling hills of southern New Hampshire, hangs a plaque inscribed with the words of George Bernard Shaw: "The reasonable man adapts himself to the world. The unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man." The motto summarizes Green's self-motivating philosophy. Born in Littleton, N.H., Green got his first entrepreneurial lessons at home. "I had good role models. My grandfather invented thermostatic controls for gas stoves, and my father was a pioneer in aviation."

Undoubtedly, Green's most challenging project is to establish what he calls "the college of the future." "I am seriously concerned about the loss of one consumer electronics industry after another to Japan," explains Green, a 1948 graduate of Rensselaer Polytechnic Institute, Troy, N.Y. According to WGE's plan, high-tech companies will lease space in a planned 200,000-sq.-ft. science park, where students will spend 10 hours each day in classrooms and offices. Students will earn \$5 an hour, which should take care of about two-thirds of their tuition expenses, Green estimates. And, by working six days a week, 50 weeks a year, they will graduate in about two years. What's the lure for high-tech companies? "Cheap, dedicated labor, half the price of typical labor," responds Green. "This is what is holding back most companies – getting the right employees." The college is expected to cost WGE about \$1 million and open within two years.

Some critics look askance at Green's new activity and management style. According to Allan Dorhoffer, editor and vice-president of CQ magazine: "He thinks big. And he starts a number of projects. He needs to have a large number of people to follow him around, and Green is not known for creating stars among his employees." Echoes David Ahl, founder of Creative Computer magazine in Princeton: "Something that massive [as the college] can't succeed as a part-time effort." He adds that Green has never had a "strong second party" to support any of his past projects.

Not so, responds Green. "Although my plans may seem grandiose, I think they have potential for working out. I take it step-by-step." He says his number-two man, general manager Charles Leedham, works with him, though with a lot of autonomy. "It's true we're not big on titles here. When I hire people, I discuss their jobs, turn them loose, and tell them to keep in touch."

## Visionary Green lives in whirlwind of controversy

### Winner of non-binding vice presidential primary

By Mike Recht  
Associated Press Writer

HANCOCK, N.H. (AP) When George Bush picks a running mate for the GOP presidential ticket, he's not likely to consider the landslide winner of the non-binding vice presidential primary In New Hampshire: Wayne Green.

Green, whose only competition was a teacher from New York City, failed to arouse a groundswell of support nationally.

Besides, Bush will be looking for someone to balance the ticket, to attract votes; Wayne Green is better known for keeping people off balance, and it's doubtful he could carry his own towns of Hancock and Peterborough.

He's a publisher, not a politician.

And, though he made Peterborough - population of 4,876 - a major publishing center by pioneering such highly successful magazines as Digital Audio, 73 and BYTE, residents like to say he also has fired half the town.

A few years ago, a Wayne Green ex-employees association sprung up, and about 50 people showed up for a dinner to swap anecdotes. Even Green attended.

Green has had problems elsewhere too. He's been sued by the IRS, GBS, the telephone company and his former wife.

Wayne Green, 65 seems to make a lasting impression on almost everyone he meets. The descriptions range from visionary and brilliant to wacko and flake.

"He foresaw the future of computers in the early 1970s and ran articles on the application of computers," said one former Green executive, who asked that his name not be used. "He was a decade ahead in foreseeing what computers could do."

"In the early nineties, he started a magazine on compact disks. He was two years ahead of the others. He has astonishing vision."

He played a role in the growth of fledgling industries such as microcomputers, compact disks, and the repeater relay business for ham operators by giving manufacturers a place to advertise and hungry consumers a place to learn about the new products.

Green said he has started 25 magazines, many of them still being published. After selling out to International Data Group, one of the largest computer magazine publishers in the world, for a reported \$16 million several years ago, he started another publishing house, Wayne Green Enterprises in Hancock, which he claims is worth \$20 million.

He writes industry newsletters, biannually publishes a yearbook on compact disks, puts together foreign travel tours for ham operators, has written a \$100 video for businesses to teach proper public relations and is thinking about producing classical music tapes.

His wife of 12 years, Sherry, meanwhile, has produced 22 dance videos that are "selling like crazy," he said.

He has mingled with King Hussein of Jordan - the king always sends a Christmas card - and Prime Minister Rajiv Gandhi of India, fellow ham radio operators, and said he has convinced Hussein to introduce ham radio in schools to get youngsters interested in electronics. Another goal is to sell electronics magazines to students in China.

"Oddly widely Connected," the anonymous executive called him.

And Green is one of the four founders of Mensa, an organization of people who score in the top 2 percent of an accepted intelligence test such as IQs/

He is a man of a thousand ideas, a solution to every problem. His vice presidential campaign gave him a chance to air his thoughts on how to improve the quality of education, increase the number of electronic experts in the country, solve the drug abuse problem and gel people off welfare.

His ideas and opinions often become editorials that he writes for all of his magazines out his 18 room farmhouse. Subjects range from God and religion, to drugs, welfare, and travel tips, and cover one to seven pages under the title "Never Say Die," derived from his ham radio call letters NSD. He frequently encourages reader to self improvement.

"As long as I can remember, he was always pushing, pushing people to get out and be creative and to use their talents to get ahead in the world," said another former employee, Jeff DeTray of Troy. "He doesn't believe there's any excuse for any educated person to go through life punching a clock."

He said he has helped hundreds of people get jobs in the computer end audio industries, and has lectured on entrepreneurship at schools including Yale, alma mater Rensselaer and Boston University.

"I get great satisfaction of encouraging people to make money, to be successful," he said.

DeTray said Green has 10 ideas a day "and any one could be the \$10 million idea. You just need to sort out which one."

"He's happiest when new things are starting up and growth is taking place." DeTray said. "He seemed less happy when new projects become routine."

Life has been far from routine for Green since he left New York City 27 years ago. Two years earlier, he was fired as an editor of a ham radio magazine, so he started his own, 73.

"I sold everything I had, my 22 foot Chris-Craft for \$1,500, my plane for \$2,000 and my Porsche for \$3,500, enough money to print my first issue." he said.

He moved: to Peterborough, in his native New Hampshire - he was born in Littleton - because of nearby 2,280 foot Pack Monadnock Mountain, a ham radio center.

He found a 40 room house on the outskirts of town, and stayed for 25 years, providing room and board for many of his employees; he often did the cooking. The barn was full of animals. It was a family affair.

Green provided jobs, refurbished the building, paid taxes on a multi-million dollar business and put the town an the map with "a good grade of magazines." Selectman Merton Dyer said.

He was elected president of the Chamber of Commerce and, by his own account, raised attendance from eight to 100 within two months by presenting, he said, more interesting speakers.

But as DeTray put it, " He's not your average taciturn New Englander. He probably grated on a lot of townspeople."

"He can be tough on people if he's stuck with an idea that doesn't work," DeTray added.

"He has bright ideas, but no depth to them," said Tom Westheimer, an other former employee. "He hires people to implement them, and when it doesn't work, he fires them.

"I don't think he goes out to screw people. He really wants to help them. He gives people without experience a chance to learn."

Green could have been a billionaire, but "he has no business sense," the anonymous former executive said.

He also has had personal problems.

Green said he was convicted of tax evasion in the early 1970's after writing editorials critical of the Internal Revenue Service.

Then Bell Telephone in Los Angeles, sued after he published a circuit number - he claims was only a repeating something that had been published elsewhere - that enabled readers to make toll-free calls.

The case ended when he agreed not to publish any more information on various telephone company devices.

In the early 1990s, he was sued by CBS, which claimed the use of name Digital Audio for one of his magazines was too close to one of their trademarks, Green said. He said CBS later dropped the suit.

And there was the disagreement with his first wife, Virginia, over who created BYTE, considered the oldest and most successful computer magazine. Green said the magazine, begun in the mid -1970's , was in her name because of his tax situation.

A lawsuit and countersuit ensued, and Green wrote about the dispute for years in editorials. He even put up a billboard in front of his office that read, "Merry Christmas To All But One."

For Green, the issue probably was more about recognition than money.

"I've accomplished a lot of things, and not many people know about it," he said. "That bothers me."

"I've never been interested in money," he said, his office appearance in white dungarees, white socks and tennis shoes offering confirmation.

He also has little interest in retirement.

"One problem with retiring is no one takes you seriously anymore. I don't see any benefit," he said.

In our research **W2NSD/1 Wayne Sanger Green II**, business man, author and publisher I born 3 Sept 1922. Finding out at one point he was into Hubbard's Dianetics as an Auditor. This was in the early stages of Dianetics before it became Scientology. In my view it is gaining ground today. The second fact was the ending of his Publication 73 Magazine, the September 2003 issue was the last of a span of 43 years, a sad demise that many enjoyed.

The first issue was dated October 1960. I know from previous reading he suffered from depression many of his years and was able to get cured at age 27 from the self inflicted malady. The other fact that intrigued me was his WW II duty in the Silent Service, one of my favorite subjects. It was a volunteer operation.

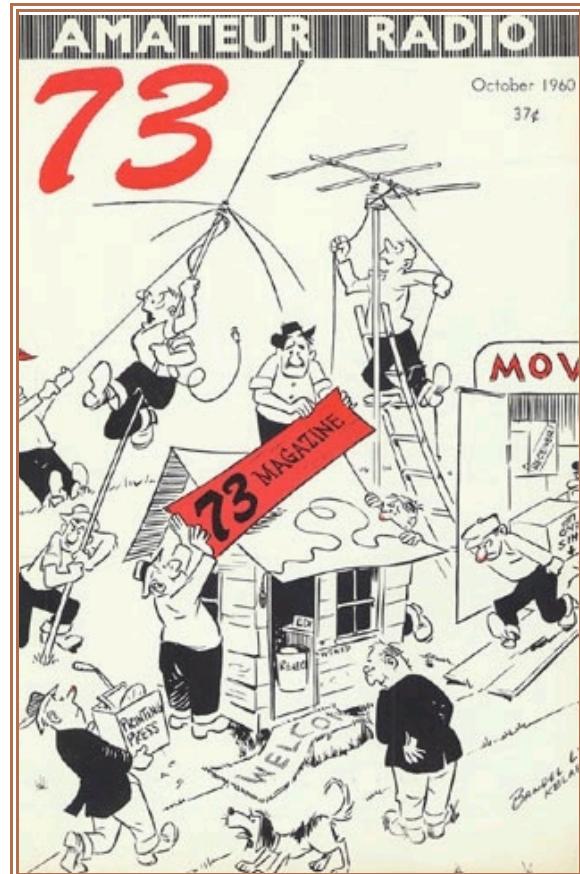
Green's father expired at age 57 a heavy smoker, cause pneumonia. He feared his father, never having much guidance. His mother was an artist. Some summers Green lived with his mothers parents on a farm in N.H. In 1933 his folks moved to Brooklyn, his mother used reasoning to teach him and father a razor strop. Dad drank and had daily fights with mother, he said.

Green was attending RPI at Troy NY (Rensselear Poly Tech. Institute) When World War 2 broke out. He would serve as an enlisted man in the Silent Service and much of his duty was on the USS DRUM in the Pacific having 5 war patrols on the Drum.

Today the Drum is fully restored and on public display in Mobile Alabama. Check it out on the Internet, they've done something special with it and deserves to be on the must see list! Today is December 7<sup>th</sup> 2006 and the Drum served well including her crew which included W2NSD/1 - Thanks men.

I asked Wayne some years back if the old DX-expedition Navassa film, he and group including W4KVG Don Chesser was available and his reply was it was not much of a priority in his life and was not sure what became of it. So be it. I have extensive 35 MM pictures of the Navassa Trip and cherish them.

W8SU 2006



# Tech Visionary and Byte Magazine Founder Wayne Green on Changing the World

Wayne Green identified trends such as the microcomputer, cell phone, the CD and the laptop revolution. The 86-year-old visionary is living proof that one person can kick-start an industry.

By Robert L. Mitchell

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Before there were cell phones, before there were laptops, before there were PCs, there was Wayne Green, a ham radio enthusiast turned magazine publisher from Brooklyn, N.Y.

Starting in the early 1960s with an army of can-do, build-it-yourself amateur radio fans behind him, Green encouraged readers of 73 magazine (73 means "best regards" in ham radio lingo), his first and longest-lived publication, to push the limits on the electronic bits and pieces that would evolve into today's e-mail systems, cellular networks and PCs.

Green was there at the dawn of the microcomputer revolution, committed to two ideas that were novelties at the time: that home enthusiasts could build and program their own computers, and that they'd be willing to subscribe to magazines and buy books that told them how to do so.

He was one of the world's first microcomputer software distributors -- his Instant Software company sold reader-submitted programs that could be loaded automatically from cassette tapes. He predicted the rise of the "pico" computer, better known as the laptop. And he encouraged his readers to build a grass-roots wireless telephony network -- a nationwide array of amateur radio repeater towers that was the precursor to today's cellular networks.

Starting in 1975, Green built a small publishing empire in rural Peterborough, N.H., that included the magazines BYTE, Kilobaud (later called Microcomputing), 80-Micro (for enthusiasts of the TRS-80), inCider (for Apple II fans), Hot CoCo (TRS-80 Color Computers) and RUN (Commodore-64).

He rubbed elbows with high-tech elites such as Bill Gates and Steve Jobs and met international figures such as King Hussein of Jordan, an amateur radio buff.

Then he abruptly sold out -- in 1983, to IDG (Computerworld's parent company) for \$16 million -- and, he says, never looked back.

Green went on to found a few shorter-lived publications -- Pico, for laptops, and Tele, which covered the nascent cellular industry -- as well as CD Review, which helped establish the compact disc as the successor to the music LP. Later still, he founded Cold Fusion Journal, covering the controversial field of "tabletop" nuclear energy, a subject about which he remains passionate. All titles have since ceased publication, with 73 magazine finally folding in 2003 after a 43-year run.

Now 86, Green lives in a 250-year-old farmhouse on 200 acres along the back roads of Hancock, N.H., from which he runs Wayne Green Books, a cottage business that offers titles such as The Secret Guide to Health and Moondoggle -- Apollo Hoax Expose.

Famous for his outspoken editorials over the years, Green's views have, if anything, become more controversial. A self-proclaimed "conspiracy factist," Green is convinced that man never set foot on the moon, that cell phones cause brain tumors, that the foods we eat are toxic, that the IRS and the Federal

Reserve should be abolished, and that big oil has undermined efforts to prevent the development of cold fusion as a cheap and unlimited source of energy for America.

For all that, Green is not a pessimist, nor is he wallowing in the past. For him, only what's ahead matters. "I'm always impatient with [the pace of] new technologies. I live mostly in the future," he says.

Computerworld national correspondent Robert L. Mitchell, who formerly worked for Green, caught up with Green at his farmhouse to look back on his role in the computer revolution; to find out what the upbeat entrepreneur, visionary and high-tech publisher has been doing since; and to hear what comes next.

### **Your first exposure to technology was with amateur radio. How did that come about?**

In 1936, I went to Sunday school, and a fellow came in with a box of radio parts and said, "Do you want these?" I said, "You bet." So I took them home. There was an article in Popular Mechanics on how to build a cigar box radio. So I built it and it worked. It changed my life.

[Later] I was an engineer at WPIX New York. While I was there, I [asked] permission to have a ham station on the top of the building. It was a 38-story building, and boy, did I have a line of sight from the top of the building.

### **Can you talk about how you promoted teletype over ham radio messaging, which was really a precursor to e-mail?**

At the top end of the ham band, I heard these strange noises. Someone said, "That's Johnny Williams in Flushing with his hand teletype." So I went out to see him and the next thing you know I built a converter for a ham teletype. It was like e-mail is today, where you can send a message to anyone that can receive you. It turned on the printer automatically, received the message, and then turned everything off and sent a little "beep-beep" acknowledging the message.

### **And that's when you first got into publishing.**

I said to Williams, "You've got to get a newsletter going on this and get more people involved," [but] he didn't have time for that.

So I started an amateur radio teletype newsletter. Within a couple of years I had 2,000 subscribers and a column in CQ Magazine, one of the three ham radio magazines at that time. [Then] for five years I was editor of CQ, and that was an adventure in itself. I got a free trip around the world, all expenses paid and visited 26 countries with a ham station on board the plane.

### **Then you launched 73, a competing magazine, which promoted emerging technologies as do-it-yourself projects, like your amateur radio repeater network and the advent of "cells."**

A few ham clubs in the country were extending the range of their handy talkies and mobile units. A handy talkie is a little two-way radio that you can hold in your hand.

They were putting repeater stations on top of mountains and tall buildings to extend the range. The station's receiver was tuned to the frequency you were transmitting on, and it would rebroadcast on a different frequency, which you could pick up on your handy talkie. In that way, instead of talking for a mile or two, you could talk [to people] 200 miles away.

I put one up on the local mountain here in Peterborough and made it so that any amateur driving anywhere in New England could talk to any other one. I published hundreds of articles and developed the technology. The

next thing I knew a group of hams out in Chicago put a transmitter on top of the Sears building and then put receivers around town to pick up the stations that were weak. And they called them "cells." Within three years, we had 8,000, and they were all over the world.

I wrote in my editorials and said, "Look, I'm able to ski the mountains of New Hampshire and Colorado with a little handy talkie in my pocket and make telephone calls anywhere in the world through the local ham repeater. Everyone is going to want to be able to do this."

Well, Art Housholder, who worked for Motorola, went to the top people, said, "Look at this," and showed them my editorial. And that's where we got cell phones. That's where it happened.

### **Do you use a cell phone?**

No. They burn out brain cells.

But you could use one with a head set.

Yes.

### **You say yourself that the cell phone is a successor to ham radio. Why haven't you embraced the technology with the same enthusiasm that you held for ham?**

With ham radio, the only thing I was interested in was what was next. When we started sending pictures with slow-scan television, I got into that. And when single sideband came along, I pioneered that. [With cellular radio] there was nothing to pioneer. That's old technology. I'm always working on next week instead of last week.

### **Which leads us to BYTE magazine, the first publication for microcomputers. How did you make the leap from ham radio to microcomputers?**

In January 1975, [Micro Instrumentation and Telemetry Systems], a little outfit in Albuquerque, put out a computer kit for hobbyists, and I had been publishing a bunch of computer articles about it in 73. I got one of the kits and I put it together and I said, "Wow, I see a future in this."

The only way to have a technology develop rapidly is to have a publication. So I tried to think up a short name. I liked 73 for ham radio, which means "best regards" [in ham radio speak] and I came up with BYTE.

### **So the MITS Altair 8800 was your first computer?**

Yes, the Altair 8800. I built it. It included a box and all of the parts and some switches on the front panel. There was an outfit, Southwest Technical Products, down in San Antonio that was putting out a keyboard, so I got one of those, and I got it to work with the computer.

I took the first issue of BYTE to a friend of mine, Ed Juge, who had been an advertiser in 73 with his Juge Electronics for hams, and I said, "This is going to be big." He eventually folded up Juge Electronics and went to work for Radio Shack [which developed the TRS-80 microcomputer].

### **You famously lost control of BYTE in the early years. What happened?**

I had a problem with the IRS. I hadn't done anything wrong, but that didn't make any difference. I ended up having to pay a \$20,000 fine.

I had gotten back together with my first wife (we had been separated for 10 years or so). She brought in a

lawyer, and he said, "Look, you'd better put things in her name until this IRS thing is totally out of sight." So we put the magazine in her name.

After the fifth issue, she and a boyfriend of hers moved everything out one night. I went out to give a talk to a ham radio club and I came back and the office was empty and the back issues were gone. I went to a lawyer and he said, "You have a choice. It's going to take several years of legal work or you can start a new magazine." So I started Microcomputing.

### **Then came the other magazines ...**

Then I said well, the best selling computer out there by far, 40% of the market, was the Radio Shack TRS-80. Let's do a magazine on that. That was the first computer magazine for a specific computer. In two years, it was the third largest magazine in the country. By 1982, it was around 500 pages. One month, BYTE magazine was the largest, with 800 pages, 80-Micro was third and Vogue was in the middle.

Then I started inCider for the Apple II, RUN for the Commodore and Hot CoCo for the Radio Shack Color Computer.

And [I started] Instant Software, because there was very little out there for software for these things. I said to readers, "If you develop a program, send it in; we'll get it commercial and you'll get a royalty on it." So they kept coming in and we ended up with about 250 programs. Ed Juge's program was one of the first, the Lunar Lander program.

### **You printed program listings in the magazine and sold readers tapes so that they could load the programs automatically using a cassette tape player.**

Yes. We had a wall of tape recorders so we could make the cassette tapes. We had wonderful business programs.

### **Then, in 1983, you sold everything to IDG. Why?**

I needed something new to do, and there was nothing new there, just the same old, same old.

### **How much money did you have to work with after the IDG buyout?**

It was \$16 million. I just used that to build new businesses. IDG was holding the money, and I just spent it. [laughs]

### **After selling off the magazines, you seemed to stray from the technology field. You haven't been as involved with PCs or trends such as the rise of the Internet and the World Wide Web. Did your interests change?**

I went on to compact discs. They had just been introduced in 1982, and the universal reaction of the music magazines and the hi-fi magazines was, "We don't need another technology." So I started CD Review and had the readers review every CD they bought for performance and sound quality. Within a year, it was the largest selling music magazine.

The major labels said, "We hate your magazine because you forced us to rebuild our studios and put in all new equipment, but your readers are spending \$30 million a month and we can't ignore that."

### **How was it that you were so prescient at identifying the technology trends such as the microcomputer, cellular phone, the CD and the laptop revolution, to name a few? How were you able to see those things**

**coming?**

Well, I'm smart. And I have one other big plus: I don't believe in anything. Belief is a prison for the mind. In every science, in medicine, every new thought has been fought by the establishment.

I sat down with [Ken] Olsen at Digital [Equipment Corp.] I said, "Microcomputers are the way to go." He said, "No." I sat down with Edson deCastro at Data General. I said, "You've got to start adopting microcomputers." He said, "No. They're toys."

I sat down with An Wang and said, "You've got to start adapting to microcomputers." He said, "I know computers better than anybody else in the world, and [micros are] never going to be anything."

I had a vision of what was possible because I knew the technology. When anything comes in at one-tenth the price, it's going to clobber the competition, and it did.

**Many of the folks who were entrepreneurs in those early days have retired or left the business. Bill Gates now runs a health care nonprofit. Has the age of the entrepreneurs passed?**

We haven't got any big leaders in the field. The industry has slowed down a lot. Microsoft has not been a big help. They're dragging their heels all the time on technology. Apple isn't marvelous, but they're a hell of a lot better; they're out there first with everything.

**You were friends with people such as Steve Jobs and Bill Gates, yet you chose a different path. How come you're not a retired billionaire today, or running another company as your second act, like Jobs, or cashing in your chips and running a health care nonprofit, like Gates?**

Well, the main problem is that I've never been interested in making money. I always say, "Gee, somebody ought to do that. Oh, maybe it's me." [But then] I'm always on to the next thing. That's why I sold everything. I'd done that.

I've visited 146 countries. There's none I want to go back to. The ones I want to see are the ones I haven't been to yet. I like to do new things.

**While some people have described you as a visionary and entrepreneur, others have described you as less strong when it comes to the nuts and bolts of building and running a business. How do you respond to that?**

The magazines I were building were growing by 50% a year for eight years. How's that for management? I think the people who worked for me liked working for me and enjoyed it. I gave responsibility to people.

**So what's the next big thing in technology?**

What would you think of a \$20,000 car that never needs fuel -- with a proven technology? You've heard of cold fusion? When I heard about it I said, "Wow, it needs a magazine." So I started Cold Fusion Journal in 1994. I finally gave up publishing that because the developers kind of disappeared or got killed and there was nothing new coming in.

**Killed? People were murdered?**

When I published Cold Fusion Journal, I got Eugene Mallove [to be] the editor. Well, he went off to start another magazine, but he made the mistake of trying to organize a congressional hearing on cold fusion. So he got murdered.

**Law enforcement speculated his death was the result of a robbery gone wrong. Who would want to murder him?**

Who wouldn't in the oil business? We're talking about a unit about the size of a dishwasher that could provide all of the heat and electricity that a home would need.

**What do you think it would take for cold fusion to become a reality?**

Not much. Somebody has to put a couple of million into the development and R&D for practical units. It's been proven. Jim Patterson, an inventor down in Sarasota, Fla., demonstrated a cold fusion cell at a conference, and he had it carefully metered. He had 1 watt of power going in and 1,000 watts going out for the length of the conference.

**Are you doing anything to promote the technology today?**

No, I'm waiting for the opportunity. Opportunity will tell me when to do something.

**What are you doing in the meantime?**

I'm publishing New Hampshire ToDo magazine. I'm pushing my book The Secret Guide to Health, which explains how you can cure any illness with no drugs. You don't need pharmaceuticals at all if you don't make yourself sick. If your immune system is strong, nothing bothers you. And you have a strong immune system if you don't put poisons in your body. It's that simple.

**You have said that you no longer believe that Americans went to the moon. That the events of 9/11 are incorrect. That fluoride is bad for people, and that most of the food supply is toxic. That cell phones cause brain tumors. And that the Fed should be abolished. Are you a conspiracy theorist?**

I'm into conspiracy facts. Whenever something unusual comes along and there's a conspiracy theory I say, "OK, let's read about it and find out what the story is here. Let's get the data."

With regard to the trip to the moon, it's pretty simple. You've seen the pictures of people with the moon dust. You can't have dust on the moon. You can't have dust unless you have atmosphere of some kind. But that's just one [piece of evidence]. We didn't have the technology at that time. They were using slide rules.

**Of all your accomplishments to date, of what are you most proud?**

I feel most proud at having changed the world. The cell phones, the personal computers. I feel that I have changed the world more than any other living person by pushing these technologies. Somebody else would have done it, but I did it, and I'd like to go on and be the one that spreads health throughout the world, puts the medical industry in the business of accidents only and gets rid of oil.

Also I would love to revolutionize the school system and make it so that we are actually teaching people to think.

**Any plans to retire?**

Why would I want to retire? I enjoy making things happen.

**Well, you are 86 years old.**

I was doing a TV show over in Manchester [N.H.] four years ago, and one of the other fellows there was a

psychic. I met him one day when I was taping, and he shook hands with me and looked at me and said, "You're going to live to be 120!" So I figure I have a few years left.

### **When Wayne met Steve (Jobs, that is)**

Back in 1976 I had heard about Apple Computer, so I stopped by Steve Jobs' family's house. He was staying with his family and he took me out to the garage and showed me the Apple I. He said, "What do you think?" And I said, "I think you've got a winner there."

Previously, computers all had a motherboard with plug-in board for this, that and the other thing -- for the processor and memory and the I/Os. This had everything on one board, and I said, "That's a good step ahead."

We talked for a while, and Steve said, "What do you think we ought to do?" I said, "Well, in two weeks there is going to be the first personal computer show [PC 76] in Atlantic City. You ought to be there." He said, "I can't afford to fly." I said, "Take a bus. Be there."

So he came up to Atlantic City in August. I had a booth for my magazine, and right opposite me was the Apple booth with Steve Jobs. At the end of the show he came over and said, "Wayne, Wayne, I'm in business! I've got 12 orders!"

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# Wayne Green, magazine pioneer, dies at 91

By Dave Anderson

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PETERBOROUGH — An iconic figure in the Peterborough publishing industry, Wayne Green, died Friday at the age of 91.

A ham radio enthusiast who created 73 magazine in the early 1960s, he was one of the founders of Byte magazine, which eventually became the nation's largest computer publication. After leaving Byte, he went on to found a number of other computing magazines, including Kilobaud (later called Microcomputing), 80-Micro, inCider, Hot CoCo and RUN before selling his company to IDG in the early 1980s and moving on to create magazines about music and cold fusion technology.

Along the way, he recruited many people to the Peterborough area to work on his publications, developing a reputation as a mercurial boss.

"My father employed hundreds of people and put all his money right back into the businesses," said his daughter, Sage Belber of Scituate, Mass., on Monday. "He could be a tough guy to work for but his heart was in the right place. He was concerned about furthering things, reaching new potential. He was all about spreading the word."

Belber said her father, who had lived in Hancock for many years but had recently moved to Peterborough, died at Monadnock Community Hospital.

"He had been quite vigorous and healthy up to just about a year ago," Belber said. "Then he just deteriorated. He just had no energy."

Green had continued working throughout his life. His most recent project had been a magazine and web

site called New Hampshire To Do, and Belber said he had also become interested in recording music, which he did at a studio he built in Hancock.

Ted Leach of Hancock, a former publisher of the Monadnock Ledger, said he used to have lunch with Green about once a month.

"Wayne saw the world through his own lens," Leach said. "Some of it made a lot of sense. Some of it made sense to Wayne. He was very curious about lots of things."

Leach said Green was one of the key figures in the growth of the local publishing industry.

"He and his wife formed Byte, one of the first computer magazines. Then the magazine split, people went in various directions. There were computer magazines being published on every street corner in the 1980s. Wayne was right at the forefront of that."

Belber said the family has not yet made plans for any memorial service.

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## On Late BYTE Founder Wayne Green: Visions, Vitriol, Victory

by John Barry

John Barry worked with late BYTE founder Wayne Green during its launch in the 1970s. This tribute/personal vignette documents Green's vision and vitriol.

Serial entrepreneur, tech visionary and contrarian, Wayne Green, died recently at age 91 after a long often-controversial life. Green co-founded Byte, the progenitor of all "microcomputer" magazines. That was in 1975 in Peterborough, NH, the location that was inspiration for Thornton Wilder's *Our Town*. Fifteen years earlier, Wayne started 73, a magazine for ham radio enthusiasts. This was after serving an apprenticeship at CQ, a ham mag that exists to this day. For what it's worth, "73" is a ham signoff meaning "best regards."

"Ham was huge back then, counting King Hussein of Jordan among its adherents. The King and Green met via 73, and a signed photo of the monarch hung on Green's office wall, inscribed: 'To my friend Wayne Green.' Before Green changed the name of his company to Wayne Green, Inc., it was 1001001, which is 73 in binary."

Another BYTE founder was Green's ex-wife, Virginia Londner, in whose name the company started. Years earlier Green's libertarian streak had gotten him in trouble with the IRS, so the couple put everything in Londner's name to avoid possible garnishment of his income. She had put up most of the money anyway. When the two had a falling out, she took BYTE with her. Never one to back down from a challenge, Green started a competing magazine. He wanted to call it Kilobyte (as in "kill BYTE") but was unable to use that name, because BYTE had trademarked it as the name for a cartoon series. So Green instead launched Kilobaud in January 1977, eventually changing the name to Kilobaud Microcomputing, and finally Microcomputing.

I'm John Barry. As I recall, the original managing editor of Kilobaud, an aspiring fiction writer, left the magazine in the summer of 1977. I got wind of his departure and called about the job opening. A man answered the phone. No sooner had I asked about the position when the voice abruptly interrupted: "Do you know anything about computers?" "No," I responded. "Forget it!" Click. That was Wayne. But I persisted and eventually got the job, which I held until the summer of 1980.

In a way, I was in at the beginning of the PC revolution, if only peripherally. Microcomputers — as PCs where then called — were just becoming available to the public. Most people who purchased them were electronics enthusiasts and tinkerers. Kilobaud's focus was mainly on so-called hobbyists and home brewers, geeks who built their own circuit boards and soldered, and software nerds writing their own little programs.

Wayne's embrace of this nascent industry was threefold. On the one hand, he wanted revenge. His enemies list was long, and at the top was his ex. Old Wayne hands told me that he had contemplated getting a "FUVA" vanity plate—as in "F-k You, Virginia." As the Green empire expanded to include a building on Route 101, with a large modifiable sign in front, he had it emblazoned one December with "Merry Christmas to all but one."

But on a non-personal note, Wayne foresaw the potential of this industry. And its potential for making money. Computermania, which ran August 25–27, 1977, was one of the first expositions to serve the growing base of microcomputer users. The show was Wayne's idea, and he pulled it off. The event didn't make any money,

but it caught the media's attention. The Boston Globe, for example, ran a big story about the event. It was held at the Boston Commonwealth Pier. From the Globe:

"Never one to hold back, Wayne brashly predicted that 'the computer store will be what the TV and stereo store are today. In two or three years, there will be 50,000 stores.' Wayne continued, noting that there were currently 500 at that time."

Paul Conover, a consultant who helped people set up computer stores back in those days, said, "I don't know what you're smoking, Wayne, but I'd like some of it."

Off-the-cuff, even outlandish predictions and statements were one of Wayne's hallmarks; often you could not tell if he was being serious or putting you on. He was an indefatigable writer, and his editorials in 73 were the forum for predictions, recitations, and rants. And recipes: One editorial that ran on for eight pages included one of his employee's recipes for applesauce. Mostly, though, the "editorials" were fulminations aimed at his many enemies, real and perceived.

It took stamina to work for Wayne, and the employee turnover rate was high. But over the years, a large percentage of the Monadnock region, where Peterborough is located, was gainfully employed by Wayne Green. I must have had stamina, because I lasted three years with the man. When I started, the operation was located in a large three-story 19th century house on the corner of Pine Street and Route 101. The top floor housed Wayne's living quarters except for the kitchen, to which he descended in the A.M.

It was not uncommon to come in to work and find Wayne in his jammies at the kitchen table, eating a bowl of cereal. The place was like a mini company town or a commune. Longtime employees, of which there were a few, told me that it had been more communal in the early days, with some workers living on the premises.

One of Wayne's enemies was Jim Warren. Warren ran an even-more-communal publishing enterprise in Woodside, CA, and he put out a computer rag called Intelligent Machines Journal. Warren had a contingent of neopagan nerds and geeks working for him. Since Warren was on the enemies list, Wayne would lambast him, using only "Warren" in his writings without bothering to identify who the man was.

But then Wayne lived in his own universe and probably assumed that anyone reading about this evil character would know precisely who he was.

No doubt adding to Wayne's animosity toward Warren: The latter pulled off a financial coup that would infuse Wayne with publication envy. The coup was to sell IMJ to Pat McGovern, the chairman and CEO of Framingham, MA-based CW Communications (later IDG). CW renamed it InfoWorld and moved operations from Warren's Woodside aerie to Palo Alto.

Showing what a small world the computer mag publishing arena was in the early days: Wayne's first publisher was John Craig. Wayne fired Craig, who went to the late Creative Computing for a while and ended up being hired as publisher of InfoWorld. Craig called me surreptitiously at Kilobaud and asked me to be managing editor after he, a good ole boy from Lompoc, CA, fired the neopagans that came with IMJ. I worked for InfoWorld for four and a half years, during which time McGovern bought Wayne Green, Inc., which by then included a stable of magazines such as 80 Micro (TRS-80), InCider (Apple II), and Hot CoCo (Commodore TRS-80 Color).

Wayne weathered many ups and downs from the start of Kilobaud to the sale of his mini-empire, but he always managed to make payroll — although at one bleak point he asked employees to "invest" in the company, offering unrealistic returns. I don't know if anyone took him up on the offer.

McGovern did purchase a publishing empire, by the standards of the day. Midway through my tenure at Kilobaud, Wayne bought a defunct motel on Route 101 and set up the Instant Software franchise, another of his endless entrepreneurial ventures, this one selling computer programs on cassette tapes. The building and the business expanded to the point that they became attractive enough to buy. Wayne touted a sale price of \$60 million. Apparently \$15 million was more like it.

In his later years, he became a food faddist and adherent of Art Bell, a paranormal believer, broadcaster, and ham nut. The last time I saw Wayne was in Peterborough at a mid-2000s reunion of his former employees. In his early 80s, he looked great—thanks, he claimed, to his diet of near raw liver and vegetables. He had never been a drinker, although, as I heard it, had not shunned hallucinogens in the 60s. Some cataclysm or other was going to engulf the world within the next year, he predicted. I thought: Why the dietary concerns then? Eat, drink, and be merry, for within the next year, we die.

Was he serious or putting me on? Who knows. Like some of his other predictions, this one was a bit off. The man who almost single-handedly started the PC publishing industry lived for another decade, doing things his inimitable way.

In any case, it afforded Wayne the luxury of retiring to a large farm in tiny Hancock, a few miles from Peterborough. Retire? Wayne went on enterprising. He kept 73 going for years and sold various nostrums and get-rich schemes online, almost to the end.